

## Terms of Reference for Evaluation Task Manager for the UN WOMEN Regional Office for West Africa (Re-advertisement)

### 1. Background and Purpose

The UN Women (United Nations Entity for Gender equality and Women's Empowerment, ex. UNIFEM) Regional Office for West Africa (WARO) is based in Dakar, Senegal, and works in more than ten countries in West Africa in the following priority areas:

- Women, Governance, Security and Peace
- Economic Security and Rights of Women
- Gender and HIV/AIDS
- Violence against Women.

The purpose of this Terms of Reference is to recruit an independent consultant to undertake the **task management of several evaluations** in countries covered by UN WOMEN/WARO.

The expected duration of this **SSA contract** is **3 months from the 10<sup>th</sup> February 2011 to the 9<sup>th</sup> May 2011**, and the consultant will be **based in Dakar, Senegal**, with the possibility to be sent to follow-up in other countries in West Africa.

The consultant will support evaluation preparedness and processes in the region and manage evaluations planned in the WARO evaluation plan, including the evaluations of the projects and programmes supported by the Italian cooperation in Liberia and Sierra Leone, as well as the ECOWAS programme.

UN WOMEN/WARO may request the consultant to support other monitoring functions that facilitate evaluations.

### 2. Evaluation approach

The evaluation will follow the United Nations Evaluation Group (UNEG) Norms and Standards (see <http://www.unevaluation.org/normsandstandards/>), and the principles outlined in the UN WOMEN Evaluation Policy. This implies *inter alia* that the evaluation must be guided by the principles and goals of women's empowerment and gender equality and the goal of realizing progress on women's human rights as enshrined in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).

The evaluation will be intentional and utilization focused. It should follow a participatory and inclusive approach to ensure consensus building, ownership and use of evaluation findings and recommendations by stakeholders. It will be conducted in a transparent, independent, impartial and ethical manner. The design, preparation and conduct of the evaluation should ensure the highest possible quality of the

evaluation and strive to make use of new and cutting edge mixed methods for evaluating women's empowerment, gender equality and women's human rights issues.

### **3. Activities and deliverables for the Evaluation Task Manager**

The Evaluation Task Manager, under the overall supervision of the Regional Program Director (RPD) of UN WOMEN/WARO, will assume the day-to-day responsibility for coordinating and managing the evaluation, and serve as the central person to contact and coordinate all stakeholders involved in the evaluation process. The tasks will include:

#### **Preparation of evaluations**

- With input from evaluations Reference Groups, gather input for and develop the TOR for the evaluations
- Advertise and lead the recruitment process for the evaluation consultant(s) or firm(s)
- Facilitate a fully consultative process with members of Reference Groups throughout evaluations
- Prepare an evaluation budget with estimated costs for evaluations including breakdown of budget for fees, travel, communication etc.
- Manage and ensure a transparent, competitive and fair selection process of Evaluation Teams
- Support UN WOMEN teams with Monitoring actions that will facilitate evaluations in the future

#### **Manage the conduct evaluations**

- Ensure that Evaluation Teams understand the TOR, Norms, Standards and Ethics
- Liaise with Evaluation Teams, and ensure timely delivery of documentation and information requested; organize meetings and interviews requested by Evaluation Teams with internal and external parties; and facilitate information flow between evaluation stakeholders
- Monitor the evaluation work-plan and ensure its timely completion, including time-line and deliverables of Evaluation Teams
- With support from UN WOMEN sub-regional and country level staff, facilitate the preparation and organization of the country site visits, including communications with respective UN WOMEN offices
- Review and technically assess Evaluation Teams' inception report, draft and final evaluation products, including following up with Evaluation Teams to ensure that products reflect all requirements for a high quality evaluation
- Circulate the Evaluation Teams' products for review and compile comments and feedback from internal and external stakeholders
- The Evaluation Manager may be requested by Reference Groups to participate in the country missions accompanying Evaluation Teams

#### **Support the use of evaluations findings**

- Support UN WOMEN Evaluation Reference Groups in developing a strategy for the dissemination and utilization of evaluation results
- Undertake upon request other tasks related to evaluations or monitoring in WARO,
- Ensure that the evaluations are completed and meet the UNEG evaluation standards.

### **4. Roles and responsibilities in the evaluation process**

- ***Evaluation Reference groups***

For each planned evaluation, a Reference Group will be set up with the responsibility to steer and recommend actions to the Country Programme Managers (CPMs) or Regional Programme Director (RPD) during the different stages of the evaluation. This group will be the ultimate body that manages the

evaluation process and ensures the utilization of the evaluation findings in programming and formation of the sub-regional strategy. Key responsibilities are: determine the key objectives and scope of the evaluation (input to TOR); provide clear guidance on how the evaluation findings will be used and by whom; respond to the evaluation by proposing a management response to the RPD and use the findings as appropriate; safeguard the independence of the evaluation; and ensure adequate budgeting and human resources for the evaluation.

The Reference Groups will be validated by WARO and comprise selected UN WOMEN managers and project stakeholders

- ***The Evaluation Task Manager***

S(he) will be responsible for managing the evaluation process as a whole, and following up with Evaluation Teams to ensure deliverables and the **timely application of the work-plan**. The evaluation manager is responsible for **managing risks** that may occur during the evaluation process. Examples are risks related to evaluation teams, data availability, utilization of evaluation results etc. The Evaluation Manager will be reporting to the Regional Programme Director (RPD) of UN WOMEN/WARO.

The **Evaluation Task Manager will get** administrative and logistical support from **UN WOMEN staff** at sub-regional and country level, including arrangement of meetings with stakeholders, travel arrangements, etc.

## 5. Evaluation Ethics and Code of Conduct

To ensure the credibility and integrity of the evaluation process and following United Nations Evaluation Group (UNEG) **Ethical Guidelines** (<http://www.unevaluation.org/ethicalguidelines>), the evaluation manager has a duty to:

- Appoint trustworthy, competent and independent-minded evaluators with the appropriate mix of experience, expertise and competencies, and with an appropriate diversity in gender, ethnicity, religion and language
- Consult with evaluators and other interest groups if significant changes are required to the design or delivery of the evaluation
- Provide the evaluators with access to the documentation and data required for evaluation purposes
- Communicate openly and have respect for people involved in the evaluation and keep the evaluation team informed of changes in circumstances affecting the evaluation
- Respect the evaluators' duty to keep their sources of information anonymous
- Anticipate the different positions of various interest groups and minimize attempts to curtail the evaluation or bias or misapply the results
- Design the evaluation to encourage stakeholders to follow-through and maximize the use of the evaluation results
- Provide all evaluation team members with an opportunity to disassociate themselves from particular judgments and recommendations, with unresolved differences of opinion within the team acknowledged in the evaluation report.

To ensure trust and confidence in the evaluation process, the Evaluation Task Manager in the UN as well as the evaluation team will be required to commit to the **Code of Conduct** for Evaluation (see <http://www.unevaluation.org/papersandpubs/>), specifically to the following obligations:

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

- **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.
- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.
- **Confidentiality:** Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.
- **Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

## 6. Required competencies and skills for the Evaluation Task Manager

- Master's degree related to a social science, preferably including gender studies, evaluation or social research;
- At least 5 years of working experience in evaluation and/or social research;
- Proven experience in West Africa
- Experience on gender equality and women's empowerment;
- Experience working with the UN and with multi-stakeholders: governments, NGOs, the UN/ multilateral/bilateral institutions and donor entities.
- Proven experience as evaluation manager with ability to lead and work with other evaluation experts;
- Demonstrating strong analytical ability and communication skills; strong ability as team work facilitator;

- Ability to work with the organization commissioning the evaluation, the Evaluation Team and with other evaluation stakeholders to ensure that a high quality product is delivered on a timely basis;
- Familiarity with UNEG standards and norms for evaluations is an asset.

## 7. Language Requirements

Fluent in **English** is indispensable, and good working knowledge of **French** (oral and written) is a great asset.

## 8. Submission of Applications

Qualified candidates may submit their application, including:

- **a letter of interest**
- **a complete Curriculum Vitae**
- **an updated United Nations Personal History Form (P.11).**

These documents should be sent to [mugiho.takeshita@unwomen.org](mailto:mugiho.takeshita@unwomen.org)

When applying by email, please indicate in the subject line **“Application for Evaluation Task Manager UN WOMEN/WARO”**.

The deadline for application is the **Wednesday 2<sup>nd</sup> February 2011**.

Only those candidates that are short-listed for interviews will be notified.

Qualified female candidates are strongly encouraged to apply.